



**AFNC**  
AIR FORCE NEGOTIATION  
CENTER



**U.S. AIR FORCE**

Air Force LL Negotiation Course



AIR UNIVERSITY



DAY 2

***A-10 Divestment Case Study***

***&***

***Not in My District Exercise***

The AFNC Team



# Overview



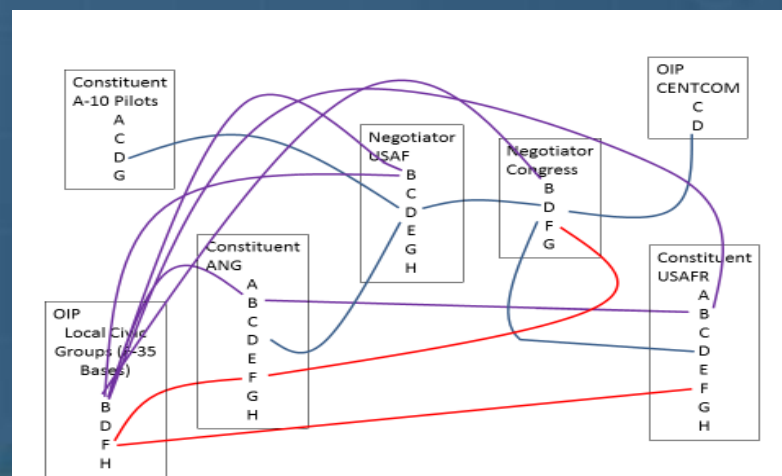
- Interest Maps and A-10 Case Study
  - 1+15 min
- The *Not in My District* Exercise
  - Plan – 45 min
  - Negotiate – 10 + 50 min
  - Debrief – 30 min
- Lunch
- Data Management



# What's an Interest Map\*?



- **Deliberate Process** – estimate/account for parties' involvement
- **Create a picture of the issue; labels, weights, and relationships**
- **ID “players”, why they’re involved, what they seek**



\* With thanks to Steven Cohen, Author of *Negotiating Skills for Managers*



## Why Should LL Consider it?



- **Humans = visual learners and thinkers.**  
**Information in picture format is proven to quickly convey a thousand words**
- **Not for every situation – but for LL, you are often the “bridge” between two worlds – the AF/HAF and the Hill**
- **Tames complex situations into a more useable format**



# Pros and Cons



- **Constant:** it will be “messy”, incomplete and always changing
- **Don’t** always need to use it – just know it’s an useful tool
- **Pros:** helps
  - organize thoughts in a way that our brains can quickly process
  - ID relationships
  - ID priorities
  - Track influence (and even strength of influence)
  - Test assumptions
- **Cons:**
  - Dangers of stereotyping
  - Dangers of over-assuming
  - Does take time
  - Is a Guide, not a Checklist

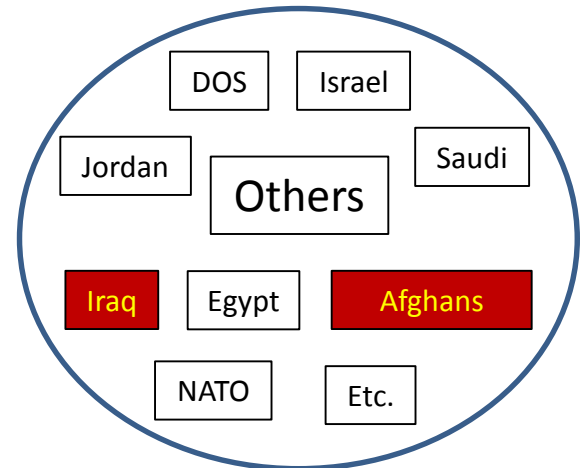
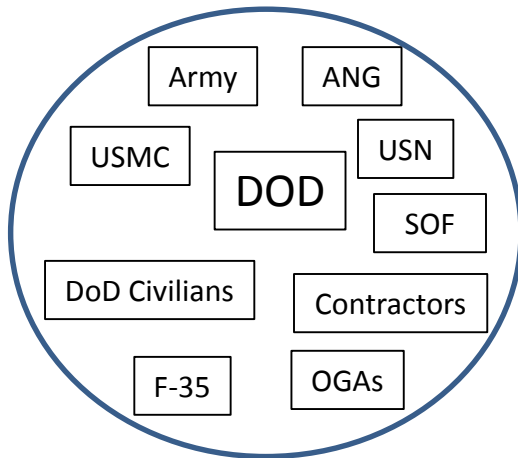
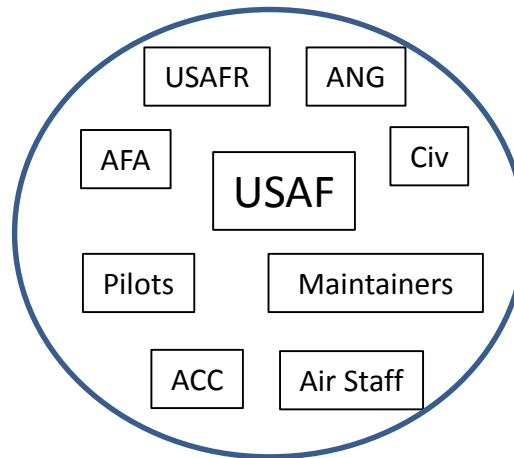
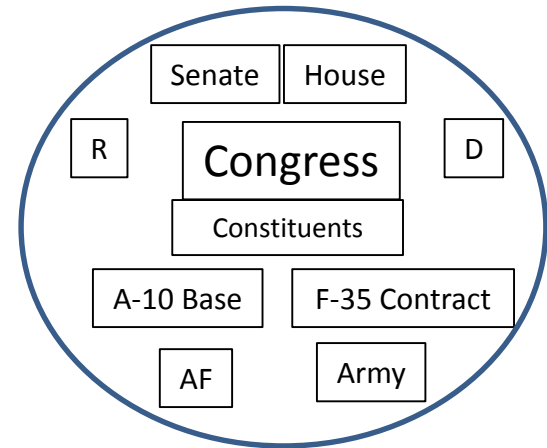
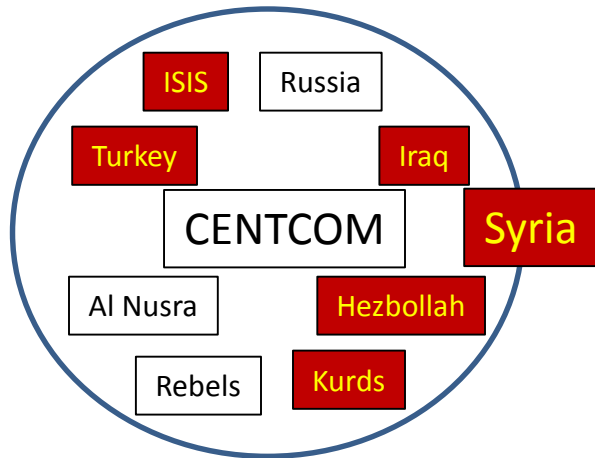


# How do you Build one?



- **Essential Terms (some new / some old)**
  - **Negotiators (Direct Stakeholders)**
  - **Constituents**
  - **Other Interested Parties (OIP)**
  - **Prioritized Interests**
    - **Substantive**
    - **Psychological**
    - **Procedural**

## Interested Parties





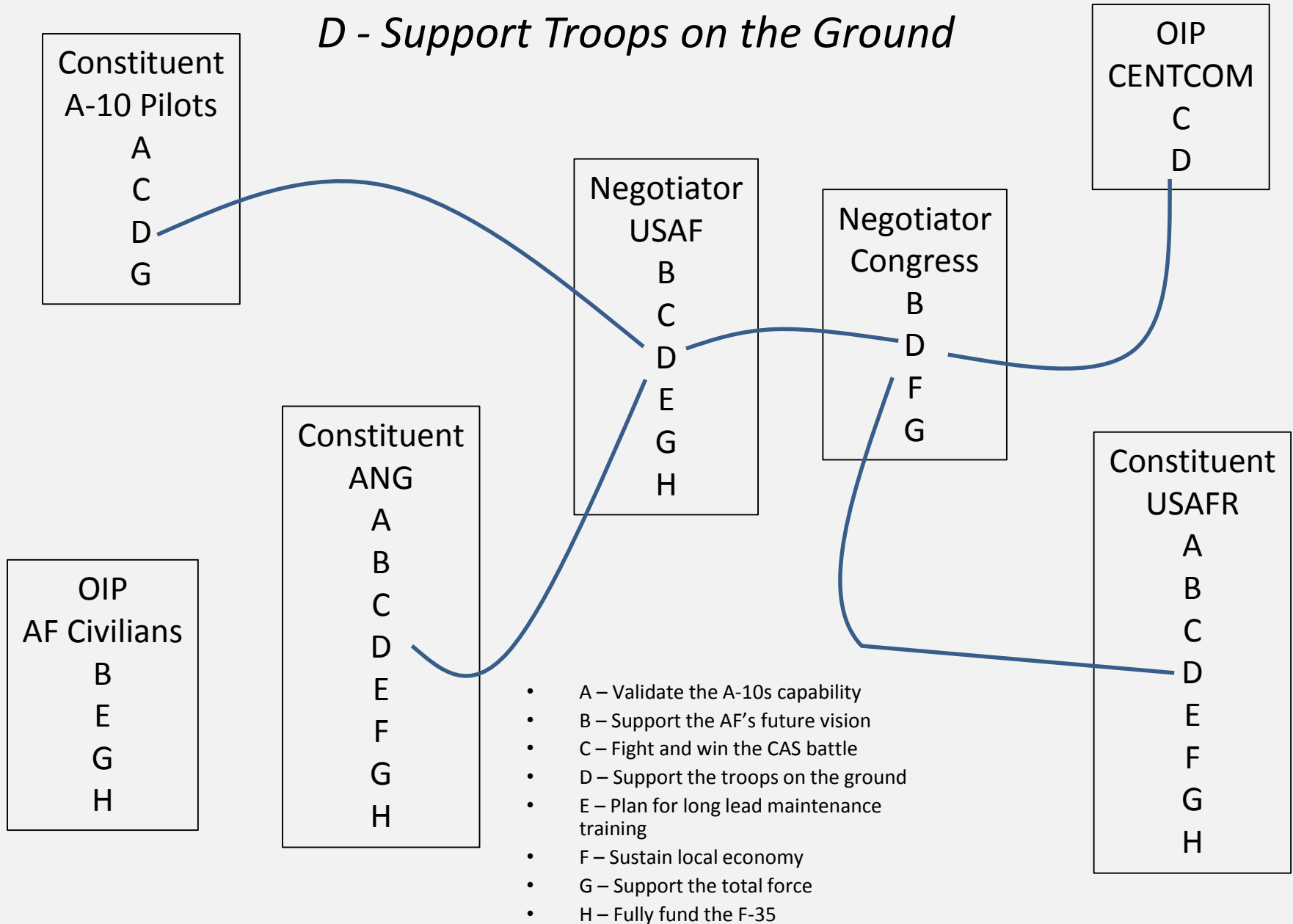
## How do you Build one?



- The “device” – white board/large per -- colored markers to “track” items/relationships
- List Negotiators, Constituents, and OIPs
- “Negotiators” are at center top – Constituents/OIPs surround them. Group like-thinking Constituents and OIPs
- Under each box, prioritize/categorize top interests of each (and estimate their preferred outcome). Highlight any “hot button” that can draw significant emotion/show stopping action

# Interest Map

## *D - Support Troops on the Ground*





## How do you Use it?



- **Once drafted, you can:**
  - See what assumptions need validation (i.e. gather more info) to help manage your risk
  - Test what effects a COA might have on the IM
  - See what solution/answer you have on your possible list can address the top interests of the most influential groups
  - Helps develop a frame if needed
- As others engage, you can assess their impact on the process
- Helps engage HAF leadership of the possible 2<sup>nd</sup>, 3<sup>rd</sup>, and nth order effects of a potential COA/frame



# A-10 Case Study



- **ROE**
  - This is not a debate about the right or wrong of divesting the AF of the A-10
    - There will be many issues at LL that hit you personally
    - Remember its your job to drain the swamp when your up to your neck in alligators
  - The purpose of this guided discussion is to examine a complex problem within the context of negotiation theory
    - Focus on the critical thinking and discussion questions
    - How will you apply this to the next complex problem?



Original planned service life of the A-10 Was 6000 flight hours. The first production change occurred to increase the service life to 8000 flight hours.

Precision Engagement (PE) upgrades designated A-10C. Service Life Extension Program (SLEP) = began wing replacement program.

Upgrade in 2010 with the Helmet Mounted Integrated Target systems & 2014 Suite 8 software installed to help ID as friendly A/C to allies.



# Discussion



BLUF: The AF cannot maintain both a fleet of legacy aircraft and modernized for the future operational environment

- Issues
- Opinion
- Positions
- Interests
- BATNA



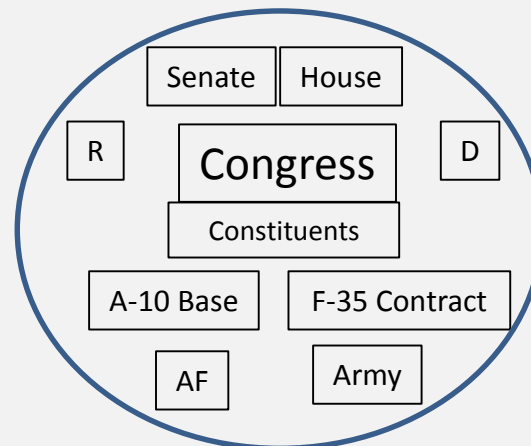
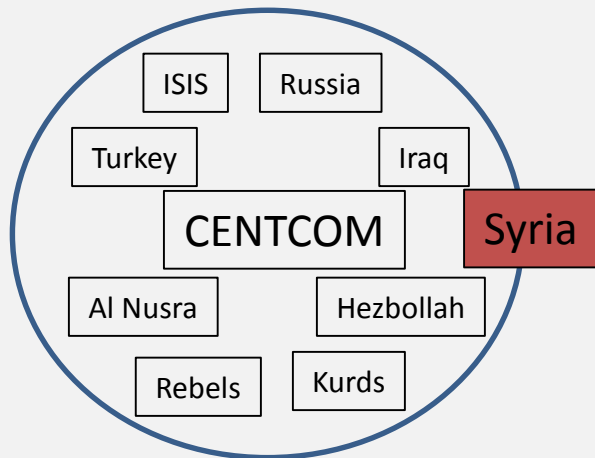
# The Challenge



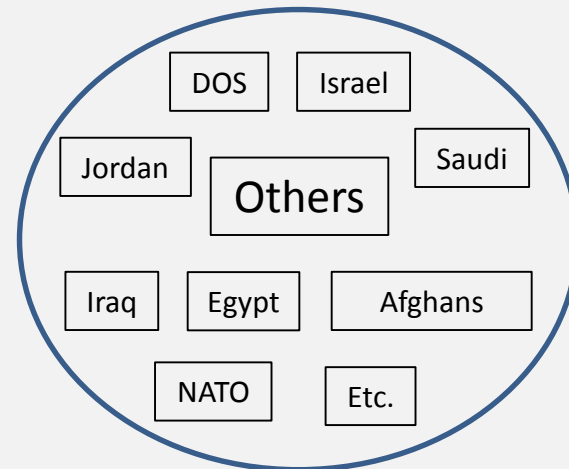
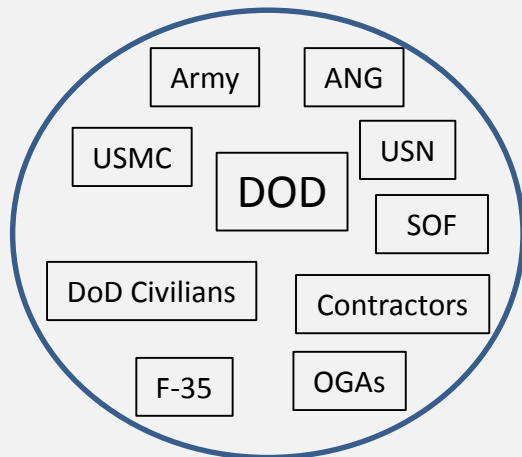
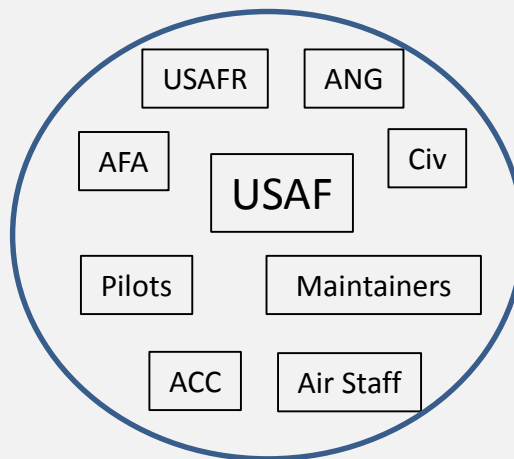
- How do you bring order to this process while:
  - Supporting your commanders intent/interests
  - Keeping the negotiations fair and focused
  - Using critical thinking
    - Building Trust, analyzing and applying power, understanding the use of and power of information
  - Applying Interested based principles
    - Making the Pie Bigger
      - Find common interests, option building, power analysis, brainstorming, take a step back, communicate, evaluate the culture of your opposite, etc.

# Interest Map

A-10 Retirement

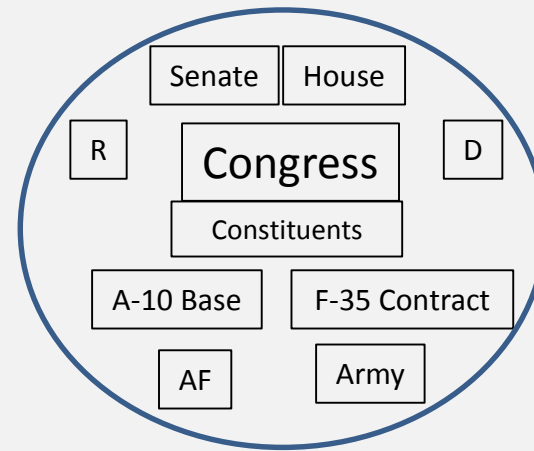
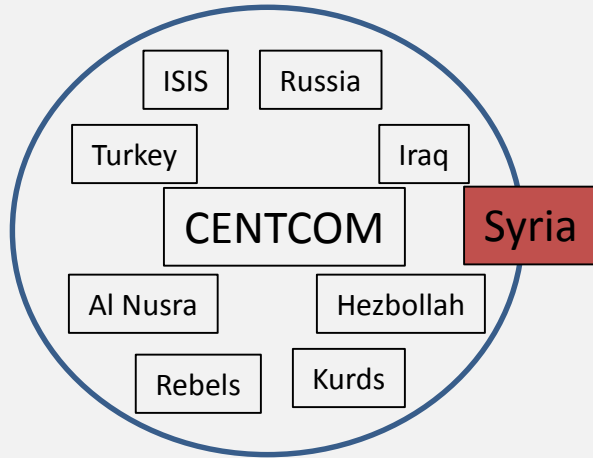


Positions  
Retire A-10  
Fight the A-10  
Fund F-35 mx  
Follow plans  
Employ A-10  
Regional security  
Local Security

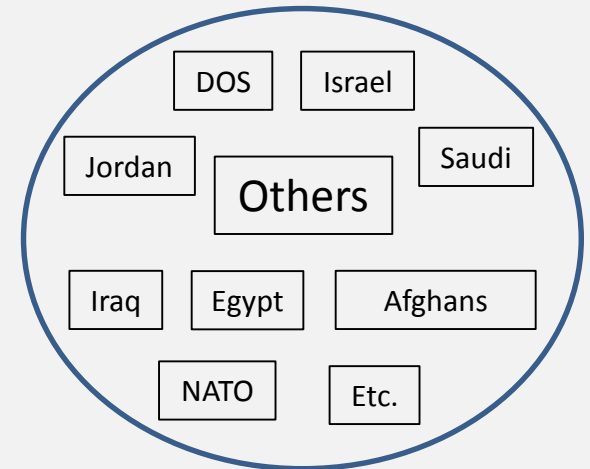
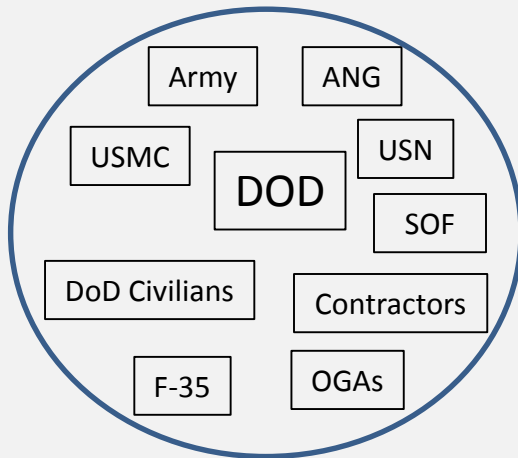
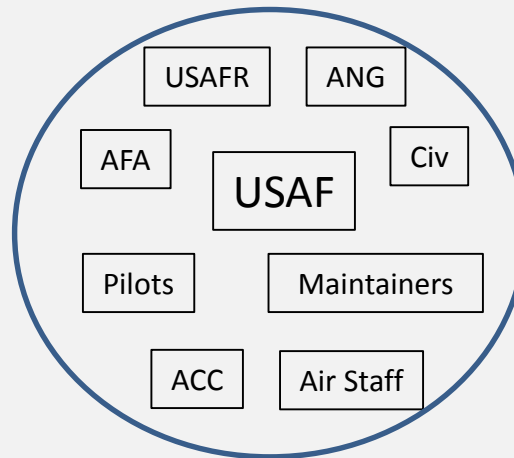


# Interest Map

A-10 Retirement



Interests  
Future Force  
Contain ISIS  
Keep CAS  
Preserve Nation  
Effective Combat





# Interests

## Just some for the A-10 Retirement

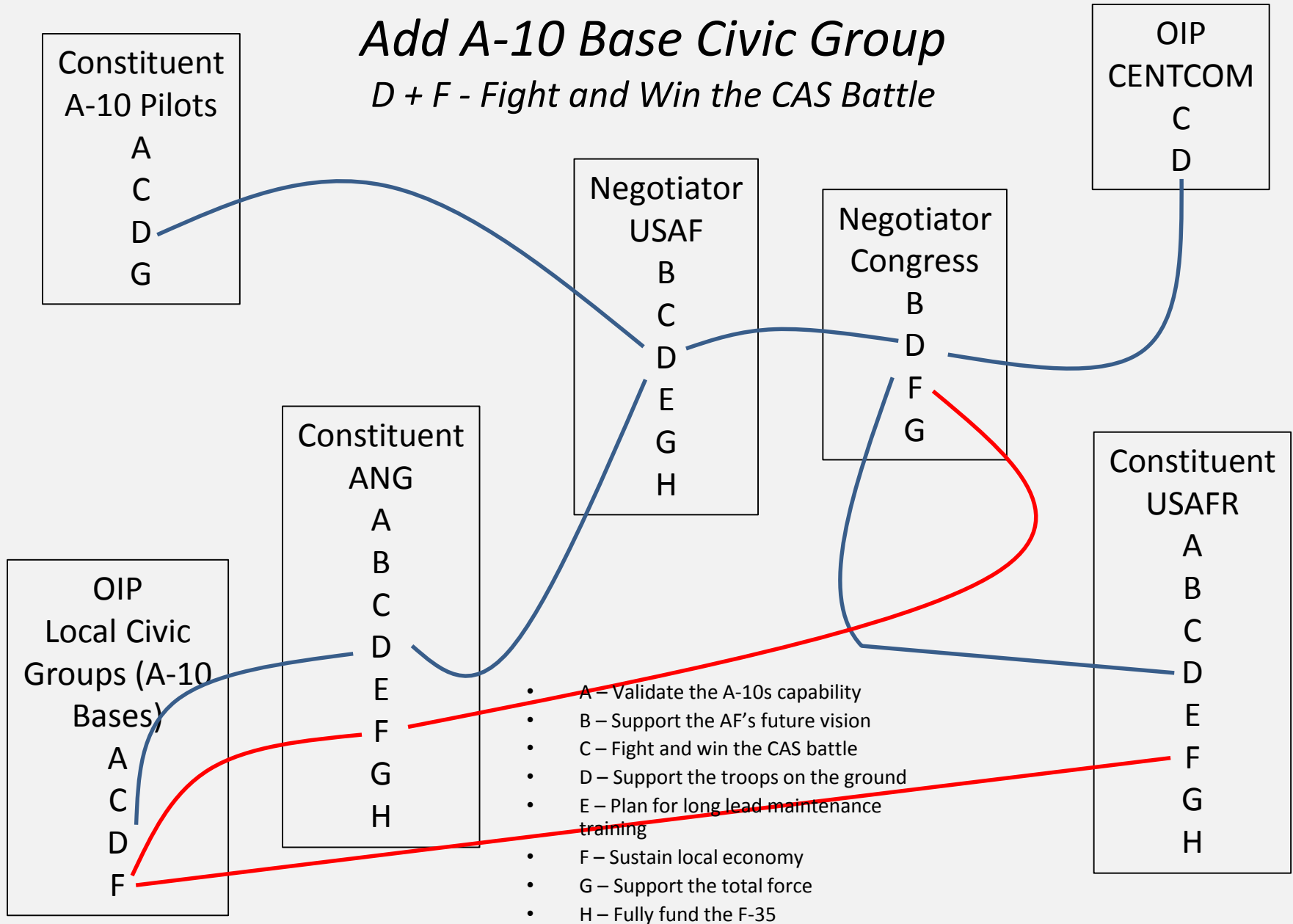


- A – Validate the A-10s capability
- B – Support the AF's future vision
- C – Fight and win the CAS battle
- D – Support the troops on the ground
- E – Plan for long lead maintenance training
- F – Sustain local economy
- G – Support the total force
- H – Fully fund the F-35

# Interest Map

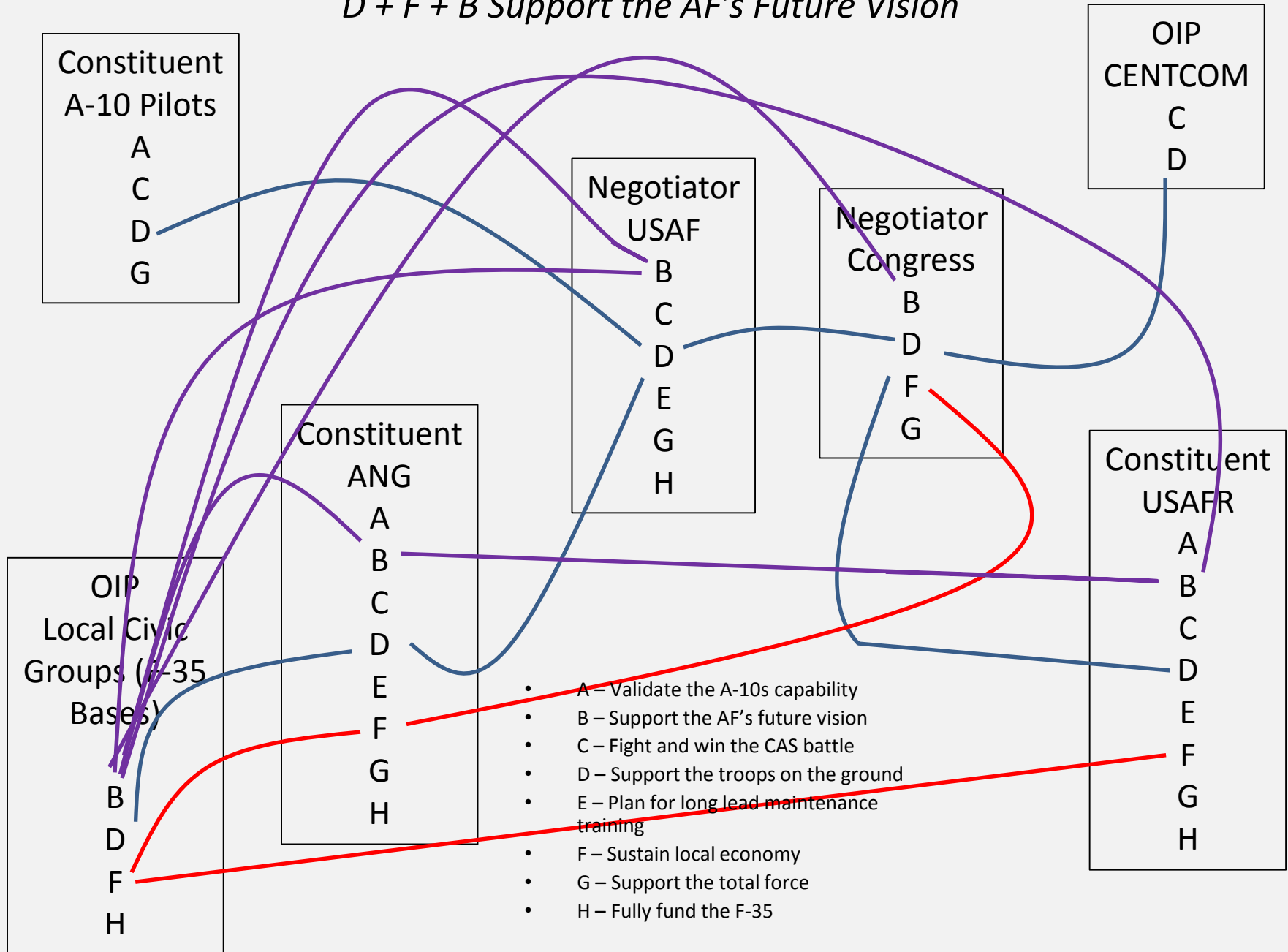
## *Add A-10 Base Civic Group*

*D + F - Fight and Win the CAS Battle*



# Add F-35 Base Civic Group

*D + F + B Support the AF's Future Vision*



# Add F-35 Base Civic Group

## *D + F + B Support the AF's Future Vision*

Constituent  
A-10

OIP  
CENTCOM

### Areas for possible engagement

- Identify Common Interests
  - Support Troops on the Ground
    - Options
      - Solid CAS Roadmap
      - Meet COCOM requirements
  - Support AF Future Vision
    - Options
      - Include warfighters in long range planning process
  - Sustain local economy
    - May be a hard sell for those at tactical level
    - Must be considered however at political level

OIP  
Local  
Groups  
Base

B  
D  
F  
H

H

- E – Plan for long lead maintenance training
- F – Sustain local economy
- G – Support the total force
- H – Fully fund the F-35

G  
H



# Your Challenge



**To make sense of this all  
Support your Commander's Intent  
Prepare your leaders for political  
engagement**